Agenda for the Monthly Meeting of the
BARABOO ECONOMIC DEVELOPMENT COMMISSION ("BEDC")

Date and Time: **Thursday, July 8, 2021 at 5:45 p.m.**

Location: **City Hall, Council Chambers, 101 South Blvd., Baraboo**

Members Noticed: Nanci Caflisch - Chair, Chantel Steinhorst – Vice-Chair, Carolyn Wastlund – Secretary, Rainey Briggs, Dave Johnson, Jason Kent, Serge Koenig, Karen Kothbauer, Rob Nelson, Beth Persche, Jose Vera, Laura Walczak, Ed White

Others Noticed: Casey Bradley, Brenda Zeman, Mike Hardy, Tom Pinion, Jim Michaels, Mark Schauf, Kevin Stieve, Jessica Bergin, Jenny Erickson, Baraboo Chamber of Commerce President, Patrick Cannon, and the Media

1. **CALL MEETING TO ORDER AND NOTE COMPLIANCE WITH OPEN MEETING LAW**

2. **ROLLCALL OF MEMBERSHIP**

3. **APPROVE June 10, 2021 MEETING MINUTES**

4. **APPROVE AGENDA**

5. **PRESENTATION**
    None

6. **ACTION ITEMS**

7. **INFORMATION/DISCUSSION ITEMS**
    a. Consideration and discussion of creating future goals and responsibilities for BEDC, including the grant from Economic Development Authority.
        • Work session facilitated by Jenny Erickson

8. **ADJOURNMENT**

Agenda prepared by Patrick Cannon on 6/27/2021 and posted by DMG on 07/01/2021

PLEASE TAKE NOTICE that any person who has a qualifying disability as defined by the Americans with Disabilities Act that requires the meeting or materials at the meeting to be in an accessible location or format, should contact the Municipal Clerk, 101 South Blvd., Baraboo, WI or phone (608) 355-2700, during regular business hours at least 48 hours before the meeting so that reasonable arrangements can be made to accommodate each request.

FOR INFORMATION ONLY AND NOT A NOTICE TO PUBLIC

Baraboo Economic Development Commission
Meeting Minutes
June 10, 2021

I.   Call Meeting to Order and Note Compliance with Open Meeting Law
Chairperson Johnson called the meeting to order at 5:45 PM at the Baraboo Municipal Building, Council Chambers, 101 South Blvd., Baraboo, WI. The meeting was noticed in conformance with Wisconsin State Statues regarding open meetings.

II.   Roll Call of Membership
Present: Caflisch, Johnson, Wastlund, Kathbauer, Nelson, Persche, Steinhorst, Vera, Walczak, White
Absent: Ayar, Briggs, Kent
Other: Patrick Cannon

III.   Approve Minutes
Motion to approve the minutes for May 6, 2021
Nelson (1); Johnson (2)
Aye: All via voice vote
Nay: None

IV.   Approve Agenda
Motion to approve the amended agenda as presented
Johnson (1); Steinhorst (2)
Aye: All via voice vote
Nay: None

V.   Presentation
Jared Pinkus, Sauk County & BELO
Gave a presentation on the Sauk County Branding efforts. BELO has been hired to assist with this countywide program

VI.   Action Items
Election of Officers

- Chair   Nanci Caflisch
  Wastlund (1); Persche (2)
  All Aye via voice vote

- Vice Chair Person   Chantel Steinhorst
  Caflisch (1); Johnson (2)
  All Aye via voice vote

- Secretary   Carolyn Wastlund
  Persche (1); Kothbauer (2)
  All A

VII.   Information/Discussion Items
   a. **Consideration and discussion of creating future goals and responsibilities for BEDC, including the grant from Economic Development Authority.**

   The Chair opened the discussion with a direction to the members to list major areas Staff updated the Board on the grant.

   The following items were lists (In no specific order)

- Communication
- Transportation
- Increase diversity
- Attract 20-45 year olds to community
- Housing
- Community working together
- Business growth
- Help each other
- Health Care
- Education
- Job Creation
- Safe environment
- Tourism
- Image
- Renewable energy
- Community Support
- Agriculture
- Parks & recreation
- Arts & Culture
- Community Size
- What type of Community?
- SWOT Analysis
- Healthy Community
- Wellness
- Local economics – resilience
- Infrastructure – resilience
- Mission Statement

In conclusion of the discussion, the Commission requested that Jen Erickson be contacted to facilitate a further discuss of the topic.

VIII.   **Adjournment**
Motion to adjourn the meeting was made at 6:58pm.
Johnson (1); Steinhorst (2)
Aye: All via voice vote
Nay: None

Nanci Caflisch   Patrick Cannon
Chairperson   Recorder

SAUK COUNTY HISTORICAL SOCIETY

STRATEGIC PLAN
AUGUST 2019

FACILITATED BY JENNIFER ERICKSON

UW MADISON DIVISION OF EXTENSION
SAUK COUNTY

Extension
UNIVERSITY OF WISCONSIN–MADISON
SAUK COUNTY

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ACKNOWLEDGMENTS

The Sauk County Historical Society (SCHS) strategic plan was developed in the summer of 2019 by SCHS board members and staff.

Board

- Mona Larsen, Society President
- Bev Vaillancourt, Vice President
- Bill Schuette, Recording Secretary
- Jim Weickgenant, Treasurer
- Steve Argo
- Pam Krainik
- John McNabb
- Beverly Simonds
- Myrna Weickgenant
- Ken Weitzel

Staff

- Paul Wolter, Executive Director
- Rebecca DuBey, Curator
- Linda Levenhagen, Office and Research Manager/Bookkeeper
- Kathy Lacombe, Museum Keeper

WHAT IS STRATEGIC PLANNING?

Strategic Planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it (Bryson, 2004). The strategic planning process is really about getting people together to talk about what is important, and then doing something about it. The process allows organizations to:

- Examine the environment in which they exist and operate
- Explore the factors and trends that affect the way they do business and carry out their roles
- Seek to meet their mandates and fulfill their missions
- Frame the strategic issues they must address
- Find ways to address these issues

The benefits of strategic planning are numerous. An organization can increase effectiveness and efficiency; improve understanding through better learning; make better decisions; enhance organizational capabilities; improve communication and public relations; and increase political support.

Planning Process Overview, Mission & Values

Planning Process Overview

The SCHS's strategic planning process was designed to provide direction for the SCHS's work and ensure that the organization has the capacity to achieve its goals. The SCHS identified board development, defined work priorities, and a capital campaign outline as desired outcomes. The SCHS process consisted of three planning meetings. An outline of the planning process (Appendix A).

Mission

A mission statement is a definition of the organization's reason for existence – its true purpose. The SCHS board and staff reviewed and reaffirmed their mission statement:

> *The mission of the Sauk County Historical Society is to preserve, protect, maintain and disseminate the history of Sauk County; and to assist other historical societies and local history related endeavors in Sauk County.*

Core Values

Values articulate *how* the organization will conduct itself. They should answer the questions, how do we want to treat others and how do we want to be treated? The SCHS reviewed and refined the following core values for their organization:

- *Education:*   We engage people and promote continued learning through inspiring programs.

- *Leadership:*   We serve as a leader among heritage organizations in Sauk County.

- *Integrity*:   We strive to be an organization that is worthy of the public's trust.

- *Creativity:*   We engage the public through innovative and artistic approaches.

- *Stewardship:* We assure that materials documenting our heritage will be saved for generations to come through responsible collections management practices.

- *Inclusion:*   We explore the history of all people and cultures of what is now Sauk County through programs that appeal to diverse ages and interests.

INTERNAL & EXTERNAL ASSESSMENTS

ORGANIZATIONAL ASSESSMENT TOOL
The SCHS board and staff utilized an organizational assessment tool to gather board members' perspectives on how the organization was functioning (Appendix B). Although there was agreement on a number of positive attributes, the following were items that a majority of the board felt could be improved:

- Annual process for setting/renewing goals;
- Clarify decision making (chain of command) including how personnel issues are handled;
- Clarifying board member and committee roles and responsibilities; and
- Mechanism requiring short and long term planning for the board and committees;
- A system for recruiting board members with specific skills; and
- An orientation for new members.

STAKEHOLDER ASSESSMENT
The SCHS board and staff identified key stakeholders and developed criteria the stakeholders might use to gauge the performance of their operations (Appendix C). The following items were areas the board and staff felt may require further consideration and/or improvement:

- Consider a survey of SCHS membership to learn more about their interests and expectations;
- Create partnerships with Ho-Chunk Nation and other Sauk County cities/villages; and
- Look for opportunities to create corporate memberships.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) ANALYSIS
The SCHS board and staff brainstormed a list of the internal strengths and weaknesses as well as the external opportunities and threats facing their organization. They also discussed the hopes and concerns for the future of the organization. The summary of the SWOT analysis (Appendix D).

Utilizing the organizational assessment tool, the stakeholder assessment, and the SWOT analysis the SCHS board and staff developed strategic directions, goals and strategies to guide the future of their organization.

STRATEGIC DIRECTIONS, GOALS & STRATEGIES

The SCHS built their plan around four strategic directions:

I.   Sustainability and Legacy: Building a sound financial foundation for the future of SCHS
II.   Operations: Expanding the capacity of the SCHS's personnel and services maintains the quality programming, stewardship of historic sites
III.   Programming: Develop innovative and relevant historical experiences that engage diverse audiences
IV.   Physical: Foster historical stewardship and authenticity of the SCHS's sites

The SCHS also formed five committees to implement the strategic plan:
- **Executive** (includes personnel, finance and facilities);
- **Development** (includes membership);
- **Collections**;
- **Education**; and
- **Outreach** (includes marketing, public relations, events, sites).

The SCHS board and staff developed goals, strategies for each of the committees. Planning participants utilized an action planning worksheet to help guide the planning process. Other committees could also use this tool to outline next steps, responsible parties and timelines.

The planning participants also outlined and prioritized items for future capital campaigns.

SCHS Capital Campaign
1. Finish exhibit space in basement of the History Center. This would make new exhibit space available at the VanOrden Mansion for rotating exhibits. Likely to cost $150,000-200,000
2. Replace roof on the VanOrden Mansion and fix chimney/masonry. Likely to cost $80,000.
3. Purchase the VanOrden cottage and carriage house (entire estate) for potential income. Likely to cost $150,000. *Consider requesting a first right of refusal.*
4. Construct or purchase a new building (with an elevator) for storage and workspace (archiving, storage of other non-historical materials, cataloging). Likely to cost $1 million.

Executive Committee Goals, Strategies and Action Plan

GOAL 1: Restructure, reinvigorate and better utilize SCHS committees
o   <u>Strategy 1.1</u>:   Create a new committee structure and clarify roles and responsibilities for each committee including an annual work plan for each committee

1.1 Action Items	Lead	Deadline	Status
Organize a special meeting of the SCHS on September 16th at 5PM (potluck)	Mona	8/2019	
Define new scope, roles and responsibilities for each SCHS committee for review by the full board	Bev S. and Paul	9/10/2019	
Determine committee chairs and membership	Special meeting participants	9/16/2019	
Review and refine board position descriptions including board member expectations	Special meeting participants	Oct SCHS board meeting	
Develop a flow chart for decision-making and direction. Board members should not direct staff	Special meeting participants	Oct SCHS Board meeting	
Each committee meets, reviews goals and strategies and develops actions plans for board approval. Action plans should include any budgetary requests.	Committee Chairs	Oct SCHS Board meeting	
Develop visual to show committee actions and interactions	Special meeting participants	Oct SCHS Board meeting	

<u>Strategy 1.2</u>:   Develop a system to identify and recruit future SCHS board members with specific needed skills

GOAL 2: Clarify roles and relationships between the SCHS board, executive director and staff
o   <u>Strategy 2.1</u>:   Develop and implement an onboarding orientation/training for SCHS board, staff and volunteers to ensure everyone is working together
  ▪   Develop and share a policies and procedures manual (including personnel policies)
  ▪   Clarify "chain of command"

GOAL 3: Hire additional staff at the SCHS

o   <u>Strategy 3.1</u>:   Prioritize future staffing needs. Ultimately, SCHS staff would include a full time executive director, curator, and office manager/bookkeeper. There is also a need for additional interns, social media staff, a volunteer coordinator, and education/outreach staff.

Development Committee Goals and Strategies

GOAL 4: Increase annual revenue to $150,000 (an extra $45,000 to avoid drawing down principle)

- Strategy 4.1:   Increase and diversify SCHS membership and donors (increase from $30,000 to $40,000). Consider a membership survey to learn more about their needs, interests, expectations, etc.
- Strategy 4.2:   Secure additional contributions from government/corporate partners/funders (increase from $23,000 to $28,000)
- Strategy 4.3:   Develop and implement a planned giving program for SCHS
- Strategy 4.4:   Identify and apply for additional grants (increase by $5,000)

GOAL 5: Grow SCHS endowment fund to at least $1 million

Collections Committee Goals and Strategies

GOAL 6: Formalize SCHS collections process to adhere to best practices
- Strategy 6.1:   Agree on and then follow collection management policies
  - Include language/potential exemptions to avoid potential conflicts of interest issues
- Strategy 6.2:   Inventory past and current artifacts in the SCHS collection. Catalog all incoming and past donations (i.e. a committee could triage artifacts and determine what should be included in the collection).
- Strategy 6.3:   Encourage SCHS staff to participate in and present at professional museum conferences

Education Committee Goals and Strategies

GOAL 7: Increase the number of Sauk County students engaged in local history each year
- Strategy 7.1:   Develop, refresh, and implement local history curriculum for all Sauk County 3rd and 4th grade students modeled after the Baraboo program
- Strategy 7.2:   Develop and implement school programming/summer camps. Partners could include UW-Baraboo/Sauk County, Sauk County Boys and Girls Club, etc.

  Specific examples include:

  - *Initiate a "Teacher in Residence" program*
  - *Partner with schools (i.e. Linda Garcia at the Baraboo Middle School) to celebrate National History Day*

Outreach Committee Goals and Strategies

GOAL 8: Engage attendees (adults) in Sauk County history in exciting and innovative ways.

- <u>Strategy 8.1</u>:   Develop and implement a marketing/public relations plan designed to build awareness of SCHS's museum, events and programming
- <u>Strategy 8.2</u>:   Increase attendance at the SCHS VanOrden Mansion and History Center by 2000 visitors per year by ensuring each are a "go to" place. Consider developing and implementing an artifact selection process by an exhibit selection process designed to foster visitor engagement and impact.
- <u>Strategy 8.3</u>:   Finish exhibit space in basement of the History Center. This would make new exhibit space available at the VanOrden Mansion for rotating exhibits.
  - Host additional, rotating exhibits (i.e. quilt/textile show as part of the fiber arts trail in March)
- <u>Strategy 8.4</u>:   Increase museum hours to correspond with History Center hours
- <u>Strategy 8.5</u>:   Engage diverse audiences in Sauk County's history through educational programming and events

    Specific examples could include:

    - *Collaborate with other organizations and infuse history into an event already happening (i.e. Sauk County Fair FAME Stage, Badger Steam and Gas Show, etc.). "Catching a star".*
    - *Develop a group tour program for a variety of audiences (i.e. elder hostel, veterans, girl scouts, Baraboo Area Senior Citizens Organization, etc.)*
    - *Host big events at the VanOrden Mansion (i.e. ice cream social) designed to highlight history, raise funds, and attract new members.*
    - *Develop "community storyboards" or exhibits that highlight the history of a community.*
    - *Develop and market an audio/visual app with a geo target feature that describes the history of an area. The goal would be to make people want to explore more.*
    - *Add additional content to the SCHS app to give it national/international appeal*

GOAL 9: Preserve, protect and enhance the visitor experience at the three SCHS Native American sites (Man Mound National Historic Landmark, Chief Yellow Thunder County Park and Hulburt Creek Garden Beds).

- <u>Strategy 9.1</u>:   Develop facility improvement plans in collaboration with Sauk County and indigenous people for each of the sites.

Misc.:

- Develop a system to track performance metrics (i.e. number of students reached, dollars raised, etc. to measure the impact of the SCHS)
- Provide internet service at all SCHS museum

APPENDIX A: SCHS STRATEGIC PLANNING PROPOSAL

Extension
UNIVERSITY OF WISCONSIN–MADISON
SAUK COUNTY

505 Broadway, Baraboo, Wisconsin 53913
608-355-3250
http://sauk.uwex.edu/

April 23, 2019

To: Paul Wolter, Executive Director, Sauk County Historical Society
From: Jenny Erickson, UW-Madison Division of Extension Sauk County
Re: Proposal for the Sauk County Historical Society Strategic Planning Process

The following is the outline for the Sauk County Historical Society's (SCHS) strategic planning process. This process is designed to provide direction for the SCHS's work and ensure that the organization has the capacity to achieve its goals. The final outputs will include goals, strategies and initial action items as well as a capital improvement plan. This process will consist of the following four meetings:

1.) Organizational Scan and Stakeholder Analysis (2 hours);
2.) SWOC Analysis and Initial Issue/Goal Identification (2.0 hours);
3.) Issue/Goal Identification and Initial Strategy Formulation (2 hours); and
4.) Finalize Strategies and Implementation Plan (2 hours).

Two planning bodies are included in this process: the planning committee and the planning participants. The planning committee will guide and periodically review the planning process. The planning committee consists of Paul Wolter, Mona Larsen, and Jenny Erickson. The planning participants include the members of SCHS board of directors and staff, and they will participate in the meetings outlined below.

To ensure an efficient process most of the idea generation or brainstorming work will be completed prior to the meetings. Erickson will develop worksheets that each planning participant will be asked to complete and submit at least a week prior to the meetings. Erickson will compile and organize the responses, but individual comments will remain anonymous. **It is imperative that the planning participants take an active role in the planning process.** The final product will be a direct result of the quality of the input provided throughout the process.

In preparation for the planning process, the planning participants will review and, if appropriate, approve this proposal for their strategic planning process at their May 20th SCHS board meeting. As part of that meeting, Paul Wolter will review the SCHS mission and provide an overview of SCHS's membership status, funding sources, and other key trends that may affect the future of SCHS. This overview is designed to ensure all planning participants have the background and data they need to make informed decisions about the future of the organization.

May 20ᵗʰ SCHS Board Meeting: Overview of Key Trends Affecting SCHS and Discuss Proposal for Strategic Planning Process

Agenda:
- Overview of SCHS mission, membership status, funding sources, and other key trends that may affect the SCHS– *Paul Wolter*
- Review and approve the SCHS planning process – *SCHS Board*

The following is a detailed outline of the planning process, meeting preparation (gray boxes) and timeline:

> Planning participants will complete an organizational scan and a stakeholder analysis at least a week prior to the meeting. Erickson will compile the results for discussion at the first planning meeting.

June 20ᵗʰ 9-11AM: Organizational Scan and Stakeholder Analysis with a Focus on Issues the Plan Needs to Address

Agenda:

- Review planning process, role of facilitator, ground rules and expectations
- Review and discuss SCHS's organizational scan findings
- Briefly review and discuss SCHS's core values
- Facilitated stakeholder analysis (identify stakeholders and their expectations of the organization). Do we need additional input from stakeholders? If so, how should that input be collected?

   A stakeholder is any person, group, or organization that can place a claim on the organization's resources, attention, or output, or is affected by its output.

> Prior to the meeting participants will be asked to complete a SWOT analysis and identify hopes/concerns for the future of the organization at least a week prior to the meeting. Erickson will compile the results for discussion at the second planning meeting.

July 11ᵗʰ 9-11AM: SWOT Analysis and Initial Issue/Goal Identification

Agenda:

- Identify key strengths, weaknesses, opportunities and threats facing the organization.
  A Strengths, Weaknesses, Opportunities and Threats(SWOT) Analysis provides valuable clues about probable strategies, since every strategy builds on strengths and takes advantage of opportunities, while it overcomes or minimizes the effects of weaknesses and threats.
- Facilitated discussion on the goals for the future of the organization. This will be informed by the results of the stakeholder and SWOC assessments.
- Develop SCHS's capital improvement priorities (short term and long term)

July 25ᵗʰ 9-11AM: Issue/Goal Identification and Initial Strategy Formulation

Agenda:

- Establish the goals for the organization.
- Facilitated discussion on priority strategies to achieve the goals for the organization.

   A strategy is a pattern of purposes, policies, programs, projects, actions, decisions, and resource allocations that defines what an organization is, what it does, and why it does it.

Finalize Strategies and Implementation (This meeting was not needed)
<u>Agenda:</u>
- Facilitated discussion on priority strategies to achieve the goals of the organization.
- Discuss plan for implementation including how progress/impacts should be measured. This discussion will include how the plan will be shared.

Plan Adoption and Implementation
After Erickson drafts the plan, it will need to be adopted by the SCHS at their August 2019 board meeting, and the planning participants will develop an appropriate implementation plan.
_____

Erickson has facilitated dozens of planning processes throughout Sauk County for nonprofit organizations and local units of government. She also serves on the UW-Extension strategic planning team and teaches strategic planning as part of the Professional Economic Developer Certification process through the International Economic Development Council (IEDC). There is no fee for her facilitation services.

Please contact Jenny Erickson at (608) 355-3250 (office), (608) 963-1170 (cell) or jennifer.erickson@wisc.edu with any questions or concerns.

APPENDIX B: ORGANIZATIONAL ASSESSMENT TOOL

The SCHS Board and staff completed the following organizational assessment tool. The purpose of the tool is to gather SCHS board members and staff's perspectives on how the organization is functioning. The following are the compiled results:

QUESTIONS	Yes	No	Don't Know
Mission, Purpose, and Goals			
1. Is there			
a. a clearly written, updated mission statement?..	8	___	___
b. an annual process for setting/renewing goals?...	___	6	2
c. a strategic plan?...	2	4	2
2. Are the goals of the organization			
a. written, agreed upon, and clear to all?	4	2	1
b. written in achievable language?...	4	2	1
3. Does the Board/Steering Committee agree on what it should accomplish short term (1 to 2 years)?	4	1	2
4. Does the Board/Steering Committee agree on what it should accomplish long term (3 to 10 years)?..	___	4	3
Organizational Structure			
5. Do committees			
a. have a clear statement of purpose?...	3	2	2
b. have clear written goals and objectives?	2	4	1
c. function?..	3	3	1
d. have specific roles and responsibilities that all members of the organization understand?...	2	3	2
6. Are the committee structure and membership reviewed annually for their relevancy?	1	4	2
7. Are the organization's bylaws up to date?..	4	1	2
8. Is there a mechanism requiring short- and long-term planning for the board and its committees?...	___	4	3
9. Do terms of office provide for stable yet renewing leadership?	3	1	2
Board Participation and Relationships			
10. Does the Board/Steering Committee currently have			
a. committed and active members?..	8	___	___
b. enough people to carry out its purposes and goals?	6	2	___
c. diverse community interests and perspectives?...	6	2	___
d. Board members with the right mix of skills to lead/direct?...........................	6	1	1
e. a system for recruiting members for specific needs?	3	4	1
f. an orientation session for new members?..	1	6	1
g. a drop-out or non-attendance problem?	1	6	1
11. Do Board members			
a. trust each other?	8		
b. get along well with each other?	8		
c. avoid conflicts of interest?	8		
d. act as a team by working together?	8		
e. enjoy the organization's meetings and activities?	6		2

QUESTIONS	Yes	No	Don't Know
12. Are Board members'			
a. talents being fully utilized?..	5	2	1
b. individual contributions recognized?	6	2	
c. collective efforts acknowledged?...	6	2	
d. able to help the Board and its committees examine and improve its processes?	6	1	1

Membership Participation and Relationships

	Yes	No	Don't Know
13. Does the organization currently have			
a. committed and active members?..	8	___	___
b. enough people to carry out its purposes and goals?	6	1	1
c. sufficient skills and diverse community interests and perspectives?	7	___	1
d. a system for recruiting members for specific needs?	5	2	1
e. an orientation session for new members?..	1	6	1
f. a drop-out problem?	2	5	1
14. Are general members'			
a. talents being fully utilized?...	2	2	4
b. individual contributions recognized?	6	2	___
c. collective efforts acknowledged?	6	2	___

Leadership Effectiveness

	Yes	No	Don't Know
15. Are Board decisions usually made by (choose only one)			
a. the Board?	7	___	___
b. the executive director?...	1	___	___
c. the committees?...	___	1	___
d. specific individuals?	___	1	___
e. the membership?..	___	1	___
f. combination of the above?...	1	___	___
g. don't know...	___	___	___
16. Does the leadership of the Board and its committees effectively			
a. encourage different points of view in discussion?...	8	___	___
b. minimize personality differences?..	8	___	___
c. deal with power struggles and hidden agendas?	6	___	___
d. provide and participate in educational/leadership development opportunities for you?..	4	3	1
e. encourage teamwork?..	6	2	___
f. instill enthusiasm for work to be accomplished?...	7	1	___
g. identify and celebrate milestones?	7	1	___
17. Has the Board			
a. clearly identified the roles and responsibilities of individual Board members?	5	2	1
b. clearly identified the roles and responsibilities of the executive director, and his/her relationship to the entire Board?..	8	___	___
c. developed a means to minimize individual Board members' differing expectations of the Executive Director	4	1	3

QUESTIONS	Yes	No	Don't Know
d. developed a means to minimize individual Board members' differing communications with the Executive Director	4	1	2
e. established a process for obtaining staff input for Board decision making?	2	3	3

18. Do Board and committee meetings
	Yes	No	Don't Know
a. have agendas announced in advance?..	8	___	___
b. follow those agendas?...	8	___	___
c. proceed efficiently and effectively?	8	___	___
d. have timely minutes prepared and distributed?..	8	___	___

19. Does the leadership ensure that action goes forward in an orderly manner by seeing to it that
	Yes	No	Don't Know
a. decisions are actually made?	8	___	___
b. all members understand that decision?...	8	___	___
c. someone takes responsibility?	8	___	___
d. those persons clearly understand their assignment and specific tasks?	8	___	___
e. visible results occur?..	8	___	___
f. results are reported to the group?..	8	___	___

Fiscal Resources

20. Are the organization's resources
	Yes	No	Don't Know
a. sufficient to achieve its goals?..	4	1	2
b. being used effectively?	6	2	___

21. Does the board provide effective financial oversight, including adopting
	Yes	No	Don't Know
a good budget?..	8	___	___

Community Networking and Coalition Building

22. Does the organization relate to other community/governmental units
	Yes	No	Don't Know
a. through ongoing, working relationships?	8	___	___
b. by seeking out new relationships and building coalitions of mutual interest?.	7	___	1
c. by having input into public policy?..	7	___	1
d. by marketing itself to relevant organizations?..	7	1	___
e. through appropriate media use?..	7	___	1

Adapted by Dan Wilson from Professor Robert D. Bright, Community Development Specialist, UW-Extension, Family Living Programs. Revised February 2013.

APPENDIX C: STAKEHOLDER ASSESSMENT

The SCHS board and staff identified key stakeholders and brainstormed a list of potential expectations they may have of the SCHS. A stakeholder is any person, group, or organization that can place a claim on the organization's resources, attention, or output, or is affected by its output. The key to success for an organization is to understand the expectations of its stakeholders, and then determine if they can/should meet those expectations.

The SCHS Board and staff also considered the following questions for each key stakeholder group:

1.) *How will your stakeholders change (number, demographics, needs, etc.) in the next three to five years? How will this impact the organization?*
2.) *Are there new customers/stakeholders that the organization must satisfy to achieve the mission?*
3.) *What do our customers/stakeholders value? What do need to know from them?*

KEY STAKEHOLDER: SCHS Members

Expectations members may have of SCHS: Discounts, events i.e. Christmas, preserve and promote the history of Sauk County, see SCHS as an active organization. Currently the SCHS planning participants believes they are meeting these expectations.

Additional notes:
- SCHS membership numbers are holding steady
- SCHS members are getting older. SCHS needs to grow "younger" members
- SCHS members are mostly local people. Look for opportunities to broaden SCHS membership to those beyond Baraboo and Sauk County
- Look for opportunities to create corporate memberships
- Create additional partnerships with Ho Chunk and other Sauk County cities/villages
- Conduct a survey of the membership to learn more about their expectations, perceptions, and goals for SCHS.

KEY STAKEHOLDER: Donors/funders (including Village of Lake Delton and Sauk County)

Expectations donors may have of SCHS: Good stewards of funds, accountability, access to events. Currently the SCHS planning participants believes they are meeting these expectations.

Additional notes:
- Members become donors
- SCHS members and donors are becoming older. Consider estate-planning opportunities
- SCHS has generous donors
- Changing policies and politics are affecting giving in a negative way
- There is a lot of competition for donors
- How can we reach people who think history is boring?
- Have a list of SCHS needs for donors.
- Consider a program like "Adopt an Artifact"
- How can we reach potential donors outside of Sauk County?

Additional Key Stakeholders (The planning participants did not have time to discuss these stakeholders' expectations of the SCHS.)

- Volunteers
- Visitors and Researchers
- Event attendees

Complete List of Stakeholders (This list was compiled by the SCHS planning participants.)

- Local citizens / members of the community (4)
- State and federal government/agencies (Extension, commissions, departments) (4)
    - Collections, hobbies, family reunions, farmsteads, home
- Local (county and municipal) government (4)
- Board of directors (3)
- School districts, students, teachers (3)
- Businesses- historical buildings, historical businesses, owners, museums (2)
- Wisconsin Historical Society (2)
- Donors (2)
- Members (2)
- IRS (2)
- Tourists/visitors/Anyone who visits our website (i.e. event and lecture attendees
- Staff
- Granters
- Volunteers
- Researchers
- Native Americans
- Veterans
- Trades- people that do work in and around historic sites, buildings, homes

APPENDIX D: STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS ANALYSIS

The SCHS board and staff brainstormed the internal strengths and weaknesses as well the external opportunities, and threats (SWOT) facing their organization. The individual ideas from each participant (bullets) have been categorized under subject headings, but not prioritized. The number in parenthesis indicates the number of times the same idea was mentioned.

STRENGTHS

Dedicated Staff, Board, Volunteers and Executive Director

- Staff- professional, friendly, dedicated, diverse (7)
- Volunteers - including board (3)
- Enthusiastic, exceptional Executive Director (2)
- The Board of directors works well together
- Longevity
- Membership
- Mission - carried out with quality, passion, and dedication

Strong Programming (What SCHS Does They Do Well)

- Archives
- Buildings
- Collections; we have some really interesting artifacts, photographs, and archival collections. (2)
- Research resources including genealogical materials (2)
- Well planned community events
- School outreach
- Hands on interactive materials

Partnerships and Community Support

- Community support
- Good community standing
- Good cooperation and collaboration with county government, other groups

Misc.
- Great website (2)
- Grants

WEAKNESSES

Lack of Financial Resources /Funding Vision
- Budget uncertainty (2)
- Lack of resources (2)
- Lack of funding vision
- Fundraising:
    - Why haven't we applied to the larger industries in Baraboo, Reedsburg, and Wisconsin?
    - It appears that the Tuscania project has approached them, raising questions of Conflict of Interest.
    - Could we approach these annually?
    - Have we no board members that can do this?

Not Enough People to Do All the Work/ Too Many Projects
- Staffing: Part-time staff for full-time work (2)
- Volunteers (2)
- Lack of opportunity to innovate - need for additional staff for this
- The strength and activities of the Society rests on the shoulders of one person, Paul. This is not sustainable management model.
- Lack of redundant systems and/or people
- Too many projects at one time
- Resources spread over too many projects
- Our vision plan is too broad for our resources

Lack of Planning/Time Management
- Lack of planning
- "That's the way we've always done it" attitude
- Unmet deadlines make disruptive demands on staff time, efficiency, and disrupts the work they had planned to accomplish and put aside to fix your urgent emergency
- Volunteer our storage facilities; takes space, and time to move when needed
- Redirects time, money, and effort away from an already heavy mission

Communication Issues between Board, Staff and Director
- Communication problems (2)
- Lack of communication, both between board and staff, staff and director and between staff (without volunteers present)
- Accessibility to Executive Director leaves little time for staff to express concerns and for follow-through
- Staff has very little time nor ability for input and often feel that no one listens to us

Need for Increased Visibility of SCHS
- Lack of promotion / marketing of SCHS value to the local and historical communities
- Under use of social media
- Lack of visibility across county

Misc.
- Membership demographics
- Conflict of Interest is often present, especially when fund raising
- Staff neglect

OPPORTUNITIES

Availability of (Additional) Diverse Financial Resources
- Available grants for technology / museum space
- Grants available
- Recruit more corporate involvement $$/engaging new business donors
- Diverse funding sources- membership, government, investments, events, and some grants
- County funding
- Funding to be had, for sure

Strong Partnerships
- Relationship with schools
- School outreach
- Loans between museums, exhibits and artifacts for specific exhibits
- University of WI – Baraboo

Opportunities for Additional Education and Outreach
- Need more of a public presence/citizen support (2)
- App allows for interactive museum possibilities
- Attending more seminars and meetings
- Continued public presentations; possibly adding presenters outside of SCHS

Misc.
- Reputation of the Society
- Volunteer recruitment both for staff and board member needs

THREATS

Lack of Funding
- Lack of large donor funding
- Loss of grant funding
- Lack of budget process
- Funding losses
- Grant funding can be hard to get for normal operations
- Lack of government investment in preserving county history
- Charitable donation tax status
- Unexpected costs for building repairs

Lack of Engagement
- Lack of active board committees and possibly subcommittees (such as a village history preservation with members from each village on it - perhaps meets twice a year)
- Aging out membership
- Lack of public support, falling membership numbers and contributions
- Apathy

Lack of Staff/Volunteers
- Lack of staff - concentration of so much in the lap of the Executive Director

- No grant writer
- Lack of volunteers for events

Lack of Plan/Goals
- Lack of long term strategic plan
- Lack of five-year goals and strategies for meeting those goals

Misc.
- Damage to reputation
- Water
- Baraboo centric

HOPES & CONCERNS

The SCHS board and staff brainstormed their hopes and concerns regarding the future of their organization. The individual ideas from each participant (bullets) have been categorized under subject headings, but not prioritized. The number in parenthesis indicates the number of times the same idea was mentioned.

CONCERNS

Sustainable Funding
- Lack of sustainability due to lack of certain revenue stream (2)
- Financial portfolio
- Lack of fundraising support
- Lack of public interest in museums

Grow and Maintain Staff, Volunteers and Board Members
- Loss of/aging out of board members (4)
- Need of board treasurer and possible lawyer
- Maintaining quality staff
- Lack of an assistant executive director
- Increase quality of staff
- Ability of board members to follow the demands imposed on them (regarding ethics, collection management policy, which are imposed on us as a museum)+

Long Term Planning for the SCHS
- Time it takes to get new initiatives stated
- Lack of goals and strategic planning
- Mission drift
- Growing pains
- Need to have ideas for new leadership to take over

Communication and Promotion
- Inability to communicate our values (2)
- Lack of self-promotion

HOPES

Strengthen Community Engagement and Partnerships
- Better liaison with school children and high school students (3)
- Better liaison with our Native American citizens
- Tie-ins to activities and events downtown and national events
- Make more people aware that we are here and active
- Increased memberships
- More board engagement at functions, presentations and events
- Better public relations
- More members
- Younger members

Additional Funding Sources
- Endowments
- Technology grants for making the museum come alive
- A better funding structure
- More donors
- An endowment fund that would support a large part of operational needs
- More government support

Increase and Improve Museum Space
- Museum up and running in the basement of the History Center within a year
- House our exhibits, artifact and archival collections, offices and work areas, in a single building with state of the art, space-saving collection housing. Or, second best, a building with state of the art, space-saving collection housing, offices, and labs (processing, cleaning, and photography)
- Purchase the VanOrden cottage next to the mansion
- Finish off the ground floor of the history center for display space

Serve as a Model for Best Practices
- That SCHS will shine as an example to other historical societies, through our exhibits, outreach, board development, strategic planning, and implementation of best practice policies
- Apply for and receive accreditation through the American Affiliation of Museums, joining similar museums in meeting best practices.
- All artifacts to be properly catalogued and stored

Additional Staff
- More staff
- Curator position become full time; there is so much work to be done

Utilize Technology
- Utilize technology for outreach instead of replacing interpretive exhibits
- Utilize new technology without letting that technology override basic exhibit techniques that also engage imagination and generate interest in history

Long Range Plans/Goals
- Five year plan for the Society
- Marketing plan

MEMORANDUM

To: Commissioners
        Baraboo Economic Development Commission

From: Patrick Cannon
        Executive Director

Re: Strategic Plan Facilitation

Date: June 30, 2021

At the June meeting, the Commission requested that, we contact Jen Erickson to facilitate our further discussion regarding the strategic plan.

Jen has agreed to help us; unfortunately, she could not attend a July 1, 2021 meeting. Therefore, we move the meeting to July 8, 2021.

To assist us with our goal, she has provided us with an example of a Strategic Plan document. That copy is attached.

Please let me know if you have any questions.